



**Florida Job Growth Grant Fund  
Workforce Training Grant Proposal**

Proposal Instructions: The Florida Job Growth Grant Fund Proposal (this document) must be completed and signed by an authorized representative of the entity applying for the grant. Please read the proposal carefully as some questions may require a separate narrative to be completed.

**Entity Information**

Name of Entity: St. Johns River State College (SJR State)

Federal Employer Identification Number (if applicable): ██████████

Contact Information:

Primary Contact Name: Dr. Anna Lebesch

Title: Vice President for Workforce Development

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Palatka, FL 32177

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**Workforce Training Grant Eligibility**

Pursuant to 288.101, F.S., The Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. This includes workforce training grants to support programs offered at state colleges and state technical centers.

Eligible entities must submit proposals that:

- Support programs and associated equipment at state colleges and state technical centers.
- Provide participants with transferable and sustainable workforce skills applicable to more than a single employer.
- Are offered to the public.
- Are based on criteria established by the state colleges and state technical centers.
- Prohibit the exclusion of applicants who are unemployed or underemployed.



**1. Program Requirements:**

Each proposal must include the following information describing how the program satisfies the eligibility requirements listed on page 1.

- A. Provide the title and a detailed description of the proposed workforce training.

The Advanced Manufacturing Training (AMT) Program will provide comprehensive training to support local manufacturers. (See attached p. 2).

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- B. Describe how this proposal supports programs at state colleges or state technical centers.

The AMT program is aligned with SJR State's existing programs and mission to support workforce education and economic development. (See attached p. 6).

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- C. Describe how this proposal provides participants transferable, sustainable workforce skills applicable to more than a single employer.

The AMT focuses on technical competencies and practical workforce skills shared by employers across the industry. Competencies and credentials are transferable and sustainable. (See attached p.6).

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- D. Does this proposal support a program(s) that is offered to the public?

Yes     No

- E. Describe how this proposal is based on criteria established by the state colleges and state technical centers.

The AMT is open-access and open to the public based on state law and College requirements. SJR State and CSNEFL will ensure the AMT is offered to the public and does not exclude underemployed or unemployed. (See attached p. 7).

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- F. Does this proposal support a program(s) that will not exclude unemployed or underemployed individuals?

Yes     No



G. Describe how this proposal will promote economic opportunity by enhancing workforce training. Please include the number of jobs anticipated to be created from the proposed training. Further, please include the economic impact on the community, region, or state and the associated metrics used to measure the success of the proposed training.

The AMT will promote economic opportunity by creating a pipeline of high-quality workers who can support innovation and expansion in the manufacturing industry. Expansions will create more than 100 new jobs, and workforce demand is increasing. Increased sector spending and high-paying jobs will promote economic opportunities for residents and communities in the service district. (See attached p. 8).

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**2. Additional Information:**

A. Is this an expansion of an existing training program?  Yes  No

If yes, please provide an explanation for how the funds from this grant will be used to enhance the existing program.

Funds will provide specialty expertise & industry-grade equipment. (See attached p.11).

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B. Does the proposal align with Florida's Targeted Industries? (View Florida's Targeted Industries here.)

Yes  No

If yes, please indicate the targeted industries with which the proposal aligns.

If no, with which industries does the proposal align?

Manufacturing and Engineering Technology (See attached p.11).

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C. Does the proposal align with an occupation(s) on the Statewide Demand Occupations List and/or the Regional Demand Occupations List? (View Florida's Demand Occupation Lists here.)

Yes  No

If yes, please indicate the occupation(s) with which the proposal aligns.

If no, with which occupation does the proposal align?

The AMT aligns with State and Regional Demand Occupations: machinist, industrial machinery mechanic, & first-line supervisor (See attached p. 12).

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D. Indicate how the training will be delivered (e.g., classroom-based, computer-based, other).

If in-person, identify the location(s) (e.g., city, campus, etc.) where the training will be available.

If computer-based, identify the targeted location(s) (e.g. city, county, statewide) where the training will be available.

AMT training will be offered in person on the Palatka and Orange Park SJR State Campuses & will include computer-based online learning modules (See attached p.12).

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E. Indicate the number of anticipated enrolled students and completers.

Once the AMT is fully-operational, SJR State anticipates ~100 enrollments annually with completion rates of 80% (unduplicated across all programs). (See attached p. 13).

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F. Indicate the length of program (e.g., quarters, semesters, weeks, etc.), including anticipated beginning and ending dates.

Begin Date: 2017-2020      End Date: See p. 13

G. Describe the plan to support the sustainability of the proposal.

SJR State is fully prepared to sustain the program. One-time funding through the grant will provide access to expertise and industry-grade equipment. Recruitment pipelines will include K-12, under- & unemployed. SJR State will be able to sustain the program through enrollments and institutional funding (See attached p. 14).

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H. Identify any certifications, degrees, etc. that will result from the completion of the program. Please include the Classification of Instructional Programs (CIP) code if applicable.

MSSC CPT Industry Certification; Engineering Tech. Support Spec. CCC (CIP0615000007), Mechatronics CCC (CIP0615000013), A.S. Engineering Technology (CIP1615000001) (See attached p. 15).

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I. Does this project have a local match amount?

Yes  No

If yes, please describe the entity providing the match and the amount.

SJR State is actively seeking additional funding sources. The application will be amended if additional funding comes through. (See attached p. 15).

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J. Provide any additional information or attachments to be considered for the proposal.

A full proposal is attached providing details for all sections in number-order. Letters of Support and supporting documents are also attached in the appendix.

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### 3. Program Budget

**Estimated Costs and Sources of Funding:** Include all applicable workforce training costs and other funding sources available to support the proposal.

A. Workforce Training Project Costs:

Equipment	\$ 1,214,737		
Personnel	\$ 158,500		
Facilities	\$ 0		
Tuition	\$ 0		
Training Materials	\$ 10,000		
Other	\$ 0	Please Specify:	_____
<b>Total Project Costs</b>	<b>\$ 1,383,237</b>		

B. Other Workforce Training Project Funding Sources:

City/County	\$ 0		
Private Sources	\$ 0		
Other (grants, etc.)	\$ 0	Please Specify:	_____
<b>Total Other Funding</b>	<b>\$ 0</b>		

**Total Amount Requested** \$ 1,383,237

**Note:** The total amount requested must equal the difference between the workforce training project costs in 3.A. and the other workforce training project funding sources in 3.B.

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding, how equipment purchases will be associated with the training program, if applicable, and any other pertinent budget-related information.

Funds are requested for industry-grade training equipment (\$1,214,737) to support non-credit and credit training leading to industry recognized certifications and college credentials to support advanced manufacturing. Faculty expertise (\$158,500) includes a Master's level 12-month full-time faculty and expert adjunct faculty capable of developing curriculum and providing rigorous instruction. Purchase and hiring can be completed within 3-4 months of funding; instruction will begin immediately after set-up is complete. (See attached p. 16-18).

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#### **4. Approvals and Authority**

- A. If entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

The District Board of Trustees must approve. Approval to execute (if awarded) was provided on August 23, 2017. (See attached p. 18).

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- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and the Florida Department of Economic Opportunity:

- i. Provide the schedule of upcoming meetings for the group for a period of at least six months.

The Board meets monthly on the 3rd Wednesday. List is attached (p. 19).

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- ii. State whether that group can hold special meetings, and if so, upon how many days' notice.

The Board can hold special meetings with at least 7 days' notice (p. 19).

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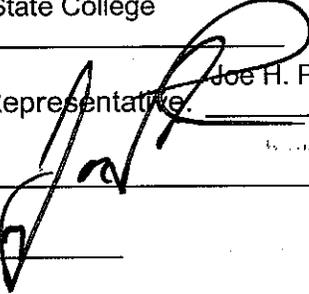
- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.



I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity.

Name of Entity: St Johns River State College

Name and Title of Authorized Representative: Joe H. Pickens, J.D., President

Representative Signature: 

Signature Date: 8/20/17

## **GRANT REQUEST—ADVANCED MANUFACTURING TRAINING**

### **Proposal Executive Summary.**

St. Johns River State College (SJR State) requests (\$1,383,237) to enhance advanced manufacturing workforce training and promote economic opportunity in Clay, Putnam and St. Johns Counties. The advanced manufacturing training (AMT) program is aligned with SJR State's existing programs and mission. It will enable SJR State to support local manufacturing training, economic development, and job growth in the region. Funds requested will provide specialized, industry-grade equipment and expertise to support practical, hands-on training directly relevant to shared, technical skillsets that local manufacturing employers need to sustain and expand their companies.

The advanced manufacturing training (AMT) program has broad support from industry and community stakeholders. It will build on current manufacturing training in robotics at SJR State and be the first local training program that supports the entire manufacturing career pathway. The AMT will include: 1) non-credit, customized training focused on basic technical competencies in safety, maintenance, production processes and quality, and on practical workplace applications, and 2) credit training that encompasses foundational competencies, advanced technologies in mechatronics and automation as well as training in supervision and leadership. The AMT aligns with K-12 curricula, provides access to industry-recognized credentials, and has multiple entry and credentialing points to provide maximum flexibility for students and employers.

The AMT program is ready for implementation; equipment and expertise can be acquired immediately, and classes can be offered within 3-4 months of funding. Once the program is fully-operational, SJR State anticipates ~100 enrollments annually with completion rates of 80% across all credentials. Florida Education and Training Placement Information Program (FETPIP) placement rates for the AMT are anticipated to be above 90%, consistent with rates for SJR State's existing workforce programs. SJR State is fully-prepared to sustain the program.

Investing in the advanced manufacturing workforce will promote economic opportunity and provide direct returns to the local manufacturing sector and the region's economy. The manufacturing sector provides thousands of good jobs and is anticipated to grow significantly over the next 10 years, with retirements and new growth due to the completion of the First Coast Expressway. The AMT will generate a pipeline of talented, trained workers to meet growing workforce demand. It will also support innovation and job creation. Current employers anticipate that the AMT will directly support more than 100 new jobs (Letters & Supporting Documents Appen. A1, A18). Good jobs and training will enable individuals to gain employment that promotes self-sufficiency and advancement—spurring economic growth, especially in Putnam County, Western Clay and Western St. Johns where opportunities have been limited.

Overall, the AMT will develop a strong technical workforce to sustain and grow local manufacturing. Steady, good-paying jobs in a vibrant, manufacturing industry will advance the long-term economic vitality and well-being of local communities and Northeast Florida.

# 1. Program Requirements

## 1A. Title & Detailed Program Description.

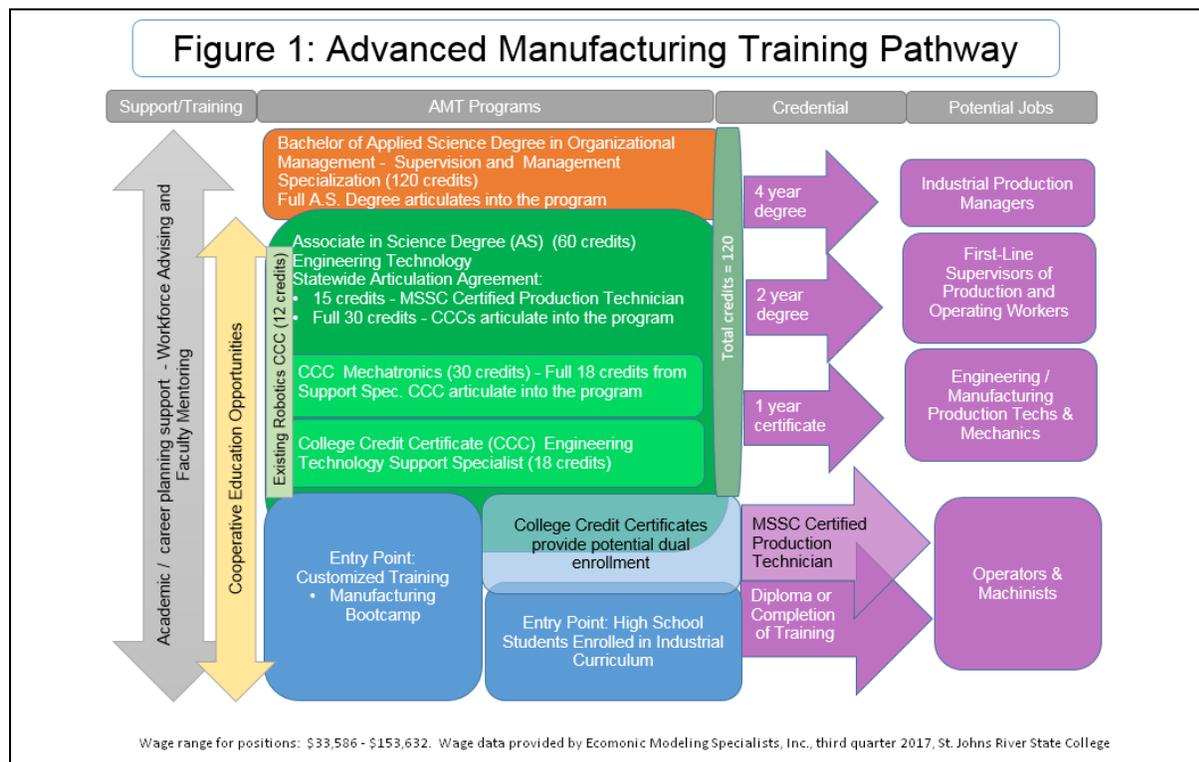
**Title:** Advanced Manufacturing Training (AMT) Program

### Program Description.

*Overview.* St. Johns River State College (SJR State) proposes an Advanced Manufacturing Training (AMT) Program to strengthen the technical workforce that supports the manufacturing industry in Putnam, Clay and St. Johns Counties. Funds requested in this Florida Job Growth Grant (\$1,383,237) will provide specialized faculty and equipment to develop the program over two years. After development, the College will sustain the program.

The AMT program will enhance SJR State’s ability to provide critical training to support the manufacturing career cluster. Currently, the College offers the Robotics and Simulation Technician College Credit Certificate (CCC) to provide training in complex robotics technologies, which are widespread in modern manufacturing. The Robotics CCC will be integral to the AMT program, which will add significant new capacities in advanced manufacturing training. The AMT will be the first local program to cover the entire advanced manufacturing career pathway. It will offer training from foundational competencies to advanced technologies, supervision and leadership.

Training will include non-credit, customized training and college-credit options with multiple entry and credentialing points to provide students and employers with maximum flexibility. The credentials are ladderred and stackable. K-12 vocational and dual enrollment programs articulate into the pathway, and certifications and CCCs articulate into the Associate in Science (A.S.) degree in Engineering Technology (Figure 1)



*Design & Development Process.* Community stakeholders are partners in the design, development and implementation of the program. The AMT program is a collaboration among a strong group of stakeholders from industry, K-12 education, community leaders, economic development organizations and workforce development experts. The collaboration developed over several years and continues to evolve. Stakeholder participants include: the First Coast Manufacturers Association, the Florida Advanced Technological Education Center (FLATE), Putnam, Clay and St. Johns Chambers of Commerce, CareerSource, the School Districts and a diverse group of employers from across the service district, including large (e.g. Georgia-Pacific, Vac-Con) and small manufacturers (e.g. JTE Machines). Stakeholder support includes curriculum guidance, recruitment efforts, and cooperative education agreements, among other commitments. Stakeholder input ensures that the AMT will meet industry and community needs and produce completers with transferable, sustainable, workforce skills who will find jobs in the industry. Letters of support are included in this application (Appendix p. A1), and additional letters will be sent to amend the application.

*Pathway & Curriculum.* The AMT curriculum will focus on industry standards and competencies identified by stakeholders; credit programs are aligned with the Florida Department of Education (FLDOE) Curriculum Frameworks. Training will include individualized instruction, face-to-face and online, coupled with hands-on, practical experience using cutting-edge equipment, state-of-the-art computer-based simulations, and real-world problems. Training in soft-skills, such as teamwork and communication, and support in career services, such as resume writing and mock interviews, will be incorporated. As part of the training, students will participate in cooperative education opportunities with local employers to gain direct workplace experience. These opportunities may include on-the-job training, internships, one-to-one mentoring, and job rotations, depending on the needs of the employers and the trainee. Cooperative education builds critical networks and relationships between employers and potential hires, and also encourages the development of positive work habits such as punctuality and teamwork, which are desired by all employers.

Non-credit manufacturing bootcamps will include rigorous instruction focusing on key skills and competencies for entry operator, machinist, mechanic, and production positions. Training will prepare participants to successfully test for the Manufacturing Skill Standards Council (MSSC) Certified Production Assistant (CPT) Industry Certification, a recognized industry certification for entry-level manufacturing occupations. Training will concentrate on four critical production functions common to all sectors of manufacturing: Safety, Quality & Continuous Improvement, Manufacturing Processes & Production, and Maintenance Awareness. The training will include rigorous instruction on competencies for the modules. The competencies are shown in Table 1.

<b>Table 1: Advanced Manufacturing Competencies for AMT non-credit manufacturing bootcamp</b>			
<b>Safety</b>	<b>Quality Practices &amp; Measurements</b>	<b>Manufacturing Processes &amp; Production</b>	<b>Maintenance Awareness</b>
<p><b>10 Competencies.</b>  <b>Topics include:</b>                      inspections, emergency drills/teams, identifying &amp; correcting unsafe conditions, safety orientation, safe use of equipment, safe processes &amp; procedures, safety and health requirements for maintenance, safety-enhancing practices</p>	<p><b>10 Competencies.</b>  <b>Topics include:</b>                      internal quality audit, calibration, data collection, continuous improvements, inspect, meet specs, documentation &amp; communication, corrective action, process outcomes &amp; trends, blueprint reading, measurement systems &amp; tools</p>	<p><b>10 Competencies.</b>  <b>Topics include:</b> customer needs, resources available, equipment set-up, team production goal-setting, job assignments, coordinating workflow, production process, communicate requirements/specifications, performance/monitoring, documentation/compliance, shipping/distribution</p>	<p><b>4 Competencies.</b>  <b>Topics include:</b>                      preventive maintenance &amp; routine repair, monitor indicators for correct operations, perform housekeeping, recognize potential maintenance issues &amp; inform maintenance personnel</p>

The course will be offered at SJR State's Palatka Campus in full-time (~2 weeks) and part-time (~10 weeks) formats to maximize the flexibility to meet students' needs. The number and schedule of courses will vary to meet demand. Class size will be limited to 20 students to provide individualized face-to-face training, and hands-on experience with the industry-grade equipment. Students will be able to access the computer-based curriculum and simulations to practice at their own speed and convenience. Completers will be well-prepared test successfully for the MSSC CPT certification. In the CPT certification exam, each module is assessed separately. An individual must pass all four to earn CPT certification. Completers will be able to test at SJR State's certified testing center on the Palatka Campus.

College-credit training. The CPT certification and K-12 dual enrollment articulate into the Engineering Technology Support Specialist CCC (2 semesters), which is the entry point to college-credit training in the AMT career pathway (Figure 1). The Support Specialist CCC articulates into the CCC for Mechatronics (1 year) and the A.S. in Engineering Technology (2 years). The A.S. articulates into the B.A.S. in Organizational Management, which is already offered by SJR State. Robotics is integrated into the curriculum and the Robotics CCC is fully embedded in the A.S. degree. The AMT program will provide students with a pathway to competencies, skills and credentials to enter the workforce as technicians and advance to supervisors to managers. The comprehensive, stackable curriculum will encourage workers to engage in life-long learning and continued upskilling throughout their careers.

The credit curriculum builds on foundational technical training in key manufacturing processes, safety, quality & continuous improvement, manufacturing processes & production, and maintenance awareness. The Support Specialist CCC focuses on these skillsets that are described in detail above for CPT certification. The CCC and CPT certification dove-tail together. The CCC is an avenue for CPT certified technicians to gain college credit (15 credits) and accelerate to a degree. The Mechatronics CCC adds training in advanced technologies such as robotics, mechatronics, pneumatics and hydraulics. These advanced skillsets are highly valued in manufacturing as new processes and innovations move the industry into novel products and markets. The A.S. provides additional AMT technical training in process controls and components as well as experience and knowledge in management and leadership, preparing the next generation of supervisors and CEOs. Table 2 shows the credit courses in the AMT curriculum and their alignment with the Support Specialist CCC, Mechatronics CCC and A.S. in Engineering Technology.

Table 2: Credit Courses in the AMT Curriculum (number of credits/course)			
1. ETM 1010C Mechanical Measurement & Instrumentation (3)*	Support Specialist CCC 18 credits (2 semesters)	Mechatronics CCC 30 credits (1 year)	A.S. Engineering Technology 60 credits (2 years)
2. ETI 1110 Introduction to Quality Assurance (3)*			
3. ETI 1701 Industrial Safety 3 (3)*			
4. ETI 1420 Manufacturing Processes & Materials (3)*			
5. ETI 1810C Introduction to Electricity & Electronics (3)*			
6. ETS 1542 Introduction to Programmable Logic Controllers (3)**			
7. ETI 1843 Motors and Controls (3)			
8. ETI 1622 Concepts of Lean and Six Sigma (3)			
9. ETM 2315 Hydraulics and Pneumatics (3)			
10. ETS 1603C Fundamentals of Robotics (3)**			
11. ETS 2527 Electromechanical Components and Mechanisms (3)			
12. ETS 2544C Programmable Logic Controllers II (3)** or ETS 2535 Process Control and Instrumentation (3)			
13. ENC 2220 Technical Writing (3)			
14. ETS 1535 Automated Process Control (3)			
15. ETS 2604 Robotics Applications (3)** or ETI 1949 Manufacturing Cooperative (3)			
16. ENC 1101 Composition (3)			
17. ENC 1102 Composition II (3)			
18. General Education Math (3)			
19. General Education Social Science (3)			
20. General Education Humanities (3)			
*Technicians with CPT Certifications receive credit for these courses. **Required for the Robotics & Simulation Technician CCC (12 Credits; currently offered at SJR State). CCC is part of FLDOE manufacturing career cluster. It is integral to the AMT and embedded in the A.S. degree.			

Credit programs will be offered starting in fall 2018, pending approval by SJR State's accrediting agency, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The approval process is currently in progress; approval is anticipated to be in place in August 2018. Specialized, technical courses will be offered on the Orange Park Campus. These courses will include individualized face-to-face training, and hands-on experience with industry-grade equipment. Students will be able to access the computer-based curriculum and simulations to practice at their own speed and convenience. General Education and elective courses for the A.S. are available online and/or face-to-face at all SJR State campuses. Completers will be prepared to enter the workforce and advance in their careers, creating a pipeline of workers that can meet industry's needs from entry level to management.

*Summary.* The AMT program will establish a sustainable, comprehensive advanced manufacturing training pathway to further support the needs of local manufacturing. The program includes non-credit and credit training, providing access to industry certifications, credit certificates and degrees with multiple entry and credentialing points for training and upskilling. The AMT program will have direct benefits to the local manufacturing industry by enhancing the trained manufacturing workforce. It will also support current workers and generate jobs to promote the long-term economic and social well-being of Putnam, Clay and St. Johns Counties and the region (See Part 1.G, p. 8).

**1B. The Proposed AMT Program Supports SJR State's Mission to Enhance Workforce Training and Economic Development in Clay, Putnam and St. Johns Counties.** At SJR State, all workforce programs are designed and implemented to meet the educational and career goals of community residents and the workforce needs of local industry in an effective and efficient manner. The College strategically reviews its offerings, works with stakeholders and analyzes labor market demand data to make informed and sustainable choices for program development. The AMT program proposal grew out of the most recent strategic review, which was completed in FY2016-17. The AMT program was chosen for development because:

1. The advanced manufacturing industry is a key industry in the region. The sector employs ~6,000 workers and is the number-one industry in terms of earnings per worker.<sup>1</sup> Manufacturing, which is expanding, will provide good-paying, technical jobs.
2. A strong, local, technical workforce is required to sustain and expand the manufacturing sector. Emerging markets and novel technologies are driving a need for new skillsets and advanced training in robotics and mechatronics.
3. Stakeholders from industry, communities, and K-12 education advocated for expanding SJR State's training capabilities in manufacturing to include the AMT comprehensive career pathway. Stakeholders are actively supporting the AMT effort.
4. The AMT proposal is an effective, efficient and sustainable model for comprehensive advanced manufacturing training. The pathway builds on SJR State's current capabilities in manufacturing training in the Robotics CCC, leverages specialized equipment and faculty to support both non-credit, fast-tracked entry level training and in-depth college-credit training, and can be sustained by the College after the 2-year development period.

The AMT program is aligned with SJR State's existing programs and mission and will enable SJR State to support workforce training, economic development and job growth in the region.

**1C. The AMT Program at SJR State Will Provide Participants with Transferrable, Sustainable Workforce Skills Applicable to Employers Across the Manufacturing Sector.**

The manufacturing and engineering technology industries in Florida and in Clay, Putnam and St. Johns Counties are multi-faceted and far-reaching. The sector includes several large employers such as Georgia-Pacific, Vac-Con, and Seminole Electric, and also numerous small businesses with 5-25 employees. The manufacturing focus ranges from paper production to marine manufacturing to innovative material technologies. Although manufacturing encompasses a range of specialized companies, the companies share a need for workers with the basic technical skills, practical problem-solving abilities, and general workplace skills, such as teamwork.

SJR State and other stakeholders recognized these shared needs and designed the AMT curriculum to be applicable to the workforce needs of the entire industry. The AMT training program will provide students (non-credit and credit) with strong foundational skills in mechanics, maintenance, safety, electronics, and production, as well as the practical knowledge to apply these to a variety of fields and situations. The program will also cover emerging skillsets that are becoming wide-spread in the industry. These include: automation, robotics,

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<sup>1</sup> Economic Modeling Specialists Intl. (EMSI)

and process control with emphasis on computer-controlled systems for industrial manufacturing, systems integration, and simulation. Students will be exposed to cutting-edge equipment, current competencies required by employers, and hands-on problem-solving in a work-like environment. Soft-skills, such as communication and teamwork will be emphasized throughout the program. Students can further hone these skills through cooperative education, which will provide work-based experiences, such as on-the-job training and/or internships. Students who complete the program will be able to:

- Utilize industrial processes and materials
- Interpret drawings
- Utilize electrical and mechanical equipment to troubleshoot, diagnose, and repair
- Understand and interpret mechanical measurement and instrumentation
- Apply written, oral, and graphical communication skills
- Use technical and non-technical competencies to identify and solve problems
- Employ safe and efficient work practices
- Support engineering design, processes, production, testing and product quality
- Work in teams, communicate, and innovate
- Engage in self-directed continuing professional development

The AMT program will provide strong, tech-savvy workers to fill a range of technical occupations, throughout the manufacturing industry. Technical occupations include: machinists, production specialists, operators controls engineers, system integrators, robotic technicians, industrial programmers, process control engineers, field service technicians, simulation technicians, and industrial maintenance technicians. These technical occupations are in high demand in fields beyond manufacturing, such as theme park industries, military applications, and water purification plants. AMT completers will have the technical skills to explore opportunities in these adjacent fields as well as the manufacturing sector.

In addition, the comprehensive AMT pathway will allow new and incumbent workers to build on initial technical training with further studies leading to the A.S. in Engineering Technology, which articulates to the B.A.S. in Organizational Management. Completers of these programs will be prepared to fill advanced technical and supervisory positions, such as first line supervisors. The AMT will focus on key competencies and transferrable, stackable credentials. Completers will be positioned to excel at a number of companies, meet employers' needs, and drive innovation.

**1D. Yes. The AMT Program Will Be Offered to the Public.** SJR State is an open-access, public institution of higher education. Applicants are considered based on their qualifications without regard to race, ethnicity, color, national origin, marital status, religion, age, gender, sex, pregnancy, sexual orientation, gender identity, genetic information disability or veteran status. State law establishes minimum requirements for admission to college credit courses. The College establishes minimum requirements for non-credit courses, including that applicants be at least 16 years of age and complete an application. Requirements are set to ensure, as much as possible, that students are successful. Requirements are published annually in the College catalog.

**1E. The AMT Program is Based on Criteria Established by State Colleges.** As described in part D, the program will be open-access and open to the public based on state law and College requirements as applicable. SJR State will work with CareerSource Northeast Florida

(CSNEFL) to ensure programs are offered to the public and do not exclude unemployed or underemployed. SJR State and CSNEFL have a long-standing collaboration to develop quality workforce education and employment opportunities for residents in Clay, Putnam and St. Johns Counties. CSNEFL is a key stakeholder in the design and implementation of the AMT program. CareerSource staff are located on the SJR State campuses and will work with SJR State workforce staff to recruit individuals to the program—especially those who are unemployed and underemployed. CSNEFL, SJR State, and other stakeholders will work together to ensure that the program provides underemployed, unemployed and incumbent workers with skills and credentials that lead to placement and retention in the workforce.

**1F. Yes. The Proposal Supports the AMT Program That Will Not Exclude Unemployed or Underemployed Individuals.** The AMT will provide unemployed and/or underemployed individuals with training and skills to enter high-wage, high-skill occupations in the manufacturing sector. The program will advertise broadly and work with community partners and CSNEFL to actively engage unemployed and/or underemployed individuals. The program seeks to tap into new talent for manufacturing workforce and promote economic opportunity and good jobs for individuals in our region.

**1G. AMT Program Promotes Economic Opportunity by Enhancing Workforce Training.**

*Return on Investment.* Investment in enhanced workforce training through the AMT program will promote economic opportunity in the region and provide a significant return on that investment. The local advanced manufacturing industry will benefit from access to a dynamic technical workforce necessary for innovation and growth, and individual workers will gain employment opportunities in high-wage, high skill jobs that promote self-sufficiency and advancement. Increased employment in a vibrant, expanding manufacturing industry will advance the economic vitality and well-being of the local communities and Northeast Florida.

These returns will be measured through completers, placements and jobs.

- **The AMT will generate a pipeline of talented, trained workers.**
  - After the development phase is complete, the AMT is estimated to have ~100 enrollments, 80 completers and 72 placements annually (unduplicated) for all programs (credit and non-credit). The time to completion varies by program; therefore, completions and placements are more difficult to estimate. Metrics will be tracked by the program with assistance from CSNEFL; FETPIP will be used for placement rates.
- **The talent pipeline will help meet increasing demand for manufacturing workers.**
  - Over the next four years, the sector expects to have 475 new jobs openings. Furthermore, as more than 30% of current manufacturing workers over 55, demand will grow to replace these workers in the next 10 years.<sup>1</sup>
- **The AMT program will generate jobs.**
  - 2 new faculty positions will be created for the AMT program.
  - The promise of a local talent pipeline has spurred plans for expansion(s). Employer partners indicate ~100 new jobs can be anticipated over the next several years if the AMT is funded. Jobs created will be tracked by partners. (See Letters and Supporting Documents Appendix p. A1, A18).

- **Sector spending and jobs will contribute to the economic well-being of the region.**
  - For every \$1 spent in manufacturing another \$1.40 is added to the economy.<sup>2</sup>
  - Average earnings per manufacturing job is above \$70K in the service district.<sup>1</sup>
  - New jobs and industry expansions will increase the local tax base. Economic development indicators will be tracked by County Chambers of Commerce.

*Promoting economic opportunity.* The AMT will strengthen the region's skilled manufacturing workforce enabling the manufacturing sector to expand and create jobs to fuel a thriving economy. Manufacturing is one of Florida's Targeted Industries and the proposed program aligns with several occupations on the Statewide and Regional Demand Occupations list (See Table 4). Manufacturing is an anchor industry in the region, employing over 6,000 workers in high-skill, high-wage jobs. In the service district, the industry is predicted to grow by 7.6% from 2017-2021<sup>1</sup> through innovation and expansion at current employers and new companies moving in due to business-friendly policies, and the completion of the First Coast Expressway, which will connect 1-95 and 1-10 and the multi-county region. In 2016, manufacturing was among the top 10 industries in *number of jobs* and was the number-one industry for *earnings per worker*.<sup>1</sup> In addition to several large employers, such as Georgia-Pacific, Vac-Con, and Seminole Electric Cooperative, there are hundreds of small manufacturers in the region.

Growth in high-skill, high-wage manufacturing jobs will improve the economic outlook for the SJR State service district. The focus on manufacturing and plan to locate the AMT at the SJR State Palatka and Orange Park Campuses particularly targets Putnam County, Western Clay County and Western St. Johns County. These areas continue to struggle with poverty, unemployment, low educational attainment and limited economic opportunities even while the economic outlook of the region has improved. The AMT program will provide new pathways to jobs and self-sufficiency for residents and improve economic conditions in these areas and across the service district.

*Service District Overview.* SJR State serves the communities of Clay, Putnam, and St. Johns Counties in Northeast Florida. Clay, Putnam, and St. Johns Counties are part of Florida Workforce Development Region 8, which also includes Baker, Duval, and Nassau Counties. The counties of the College's service district have distinct characteristics and differ significantly from one another (Table 3).

Putnam County is predominantly rural. It is the poorest and most disadvantaged county in SJR State's service district. Unemployment and poverty are high; population and job growth are declining. Clay and St. Johns Counties are primarily suburban, feeder communities to the City of Jacksonville (Duval County). In Clay and St. Johns, unemployment and poverty are relatively low while population and job growth are increasing. Educational attainment varies among the counties. Putnam is below state and national levels, while Clay is on-par, and St. Johns is above these levels. Although Clay and St. Johns fair better statistically than Putnam, the numbers mask pockets of poverty, unemployment, and low educational attainment, especially in the western, rural parts of Clay and St. Johns.

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<sup>2</sup> Manufacturing on the First Coast 2016-17, First Coast Manufacturing Association, (Clement Publishing Company), p.12.

	<b>Clay</b>	<b>Putnam</b>	<b>St. Johns</b>	<b>Florida</b>	<b>U.S.</b>
Total Population 2016	206,436	71,600	233,000	20,519,100	323,800,000
Working-age Population (Ages 15-64)	136,153	43,068	147,695	13,079,000	213,400,000
Per capita Income (2015)	\$39,090	\$28,501	\$60,441	\$44,888	\$48,671
Unemployment Rate	4.2%	5.6%	3.6%	4.9%	4.7%
Individuals Below Poverty Level	10.5%	28.7%	9.5%	16.5%	15.5%
Educational Attainment (% pop. age 25+)					
Associates or higher	35%	19%	50%	36%	37%
Some College	25%	19%	22%	20%	21%
High School Diploma	29%	40%	22%	30%	28%
Less than 12 <sup>th</sup> grade	10%	22%	6%	14%	14%
Unemployment Rates are December 2016 (U.S. and Florida are seasonally adjusted; county data are not seasonally adjusted) from the Florida Department of Economic Opportunity and U.S. Bureau of Labor Statistics. Per capita incomes are from US Department of Commerce, Bureau of Economic Analysis. Other data are from U.S. Census Data; American Fact Finder; American Community Survey Selected Economic Characteristics 5-year estimates (2011-2015) and Educational Attainment data are from Economic Modeling Specialists Intl.					

Since 2010, there has been significant job growth in Clay (12.5%) and St. Johns (24.7%) while growth in Putnam (-7.0%) has declined; by comparison, jobs have grown in Florida (14%) and the nation (9%) over that same period. Service sector jobs (retail clerks, waiters, clerks) are among the largest occupations in Clay, Putnam, and St. Johns. St. Johns County has a significant and growing tourist industry. In Clay and St. Johns, other growth industries include scientific/technical consulting, hospitals, restaurants, local government and schools.

Throughout the service district, traditionally strong industries such as agriculture, pulp/paper, manufacturing and construction are rebounding from the recession.

Manufacturing stands out as a sector that is re-emerging and has the potential to be a powerful source of economic stabilization and growth in the region—especially for Putnam, Western Clay and Western St. Johns Counties. *This promise is predicated on having a dynamic, well-trained, skilled workforce capable of meeting industry demand.* Current employers are already experiencing difficulty attracting and retaining skilled operators and production technicians. Competition and demand for skilled workers will increase as experienced workers retire, manufacturing practices change, and new businesses move to the area.

The AMT program is key to *enhancing workforce training* to support current and future openings at local manufacturers and to encourage modernization, automation, expansion, and economic development. The AMT program will be the first local comprehensive training program in advanced manufacturing, significantly expanding on SJR State's current offering in robotics. Training within the service area will enable residents, who are limited in time and transportation, to enroll. The program will be convenient to existing employers, who will send their current employees for training and also provide cooperative training opportunities for trainees.

To ensure the program meets the training needs of employers, students and residents, the AMT has been developed with the support and expertise of local industry, K-12 educators, and community leaders. Training is aligned with 1) K-12 curricula and dual enrollment, 2) core manufacturing competencies in safety, maintenance and production, and 3) emerging skillsets such as mechatronics and automation. In addition, the program includes non-credit and college-credit options and has multiple entry and exit points, leading to ladder and stackable industry

certifications and college credentials. Advanced manufacturing training will provide a pipeline to work for high school students and new talent as well as opportunities for incumbent workers to upskill and advance in their careers.

The training program will promote economic opportunities for individuals to train and move into steady, good-paying jobs, and for the manufacturing sector to grow and sustain success. A strong workforce and industry will advance economic development in the region and promote the long-term economic well-being of our communities.

## **2. Additional Information.**

**2A. The Proposed AMT Program Expands on Current Manufacturing Training That Focuses on Robotics.** Currently, the College offers the Robotics and Simulation Technician College Credit Certificate (CCC; 12 Credits). The robotics CCC is part of the Florida Department of Education's (FLDOE) manufacturing career cluster as robotics technologies are becoming widespread in modern manufacturing. The program focuses on the fundamentals of robotics, which can be applied to complex industrial processes and machines in the workplace. The Robotics CCC is integral to the AMT and embedded within the proposed A.S. in Engineering Technology. Existing Robotics resources and faculty will be leveraged to support the AMT curriculum (see Figure 1 & Table 2).

The AMT program will add significant new capacities in advanced manufacturing training and will cover the entire career pathway. The AMT will focus on meeting employers' need for tech-savvy workers with practical experience. To meet this need, the AMT will use hands-on training that mirrors workplace functions and simulates manufacturing processes and operations using industrial-grade equipment. The funds requested will support the purchase of 1) specialized, cutting-edge equipment that meets industry-specifications and 2) faculty expertise to provide this expanded training. Equipment will include the learning management and training system for CPT certification (mechanical, fluid power, electrical, rigging, process controls) as well as advanced components for mechatronics, robotics and automation. The requested equipment is aligned with the AMT curriculum (credit and non-credit), stakeholder workforce needs, and state-of-the-art training in advanced manufacturing. The complete quote from Bluegrass Education Technologies, a recognized leader in the field and a state-approved vendor, is attached (Appendix p. A24). Funds are also requested to hire faculty with specialized experience and education in advanced manufacturing to develop the curriculum, ensure equipment set-up and operation, and provide individualized, rigorous training for students. A full-time (12 month) faculty member and adjunct faculty are requested. The equipment and expertise requested are critical to the AMT and not currently available at SJR State; they will extend the current offerings and resources in robotics and advanced manufacturing.

The AMT program will be the first local comprehensive training program in advanced manufacturing. It will leverage resources from the Robotics CCC. The additional investment in specialized equipment and expertise will pay dividends in a well-trained workforce with the skills and experience manufacturing employers require to sustain and expand their businesses.

**2B. The Proposed AMT Program Focuses on Advanced Manufacturing and Engineering Technology, which are Targeted Industries in Florida.** In Clay, Putnam and St. Johns Counties, manufacturing and engineering technology are growing. The industries include large

and small companies with a variety of products and specialties ranging from paper production to marine manufacturing to innovative material technologies. The proposed AMT will support the workforce needs of the entire industry by 1) training workers with strong skills in shared basic technologies and practical problem-solving abilities and 2) providing advanced training for emerging, specialized skills and management. Completers will be prepared to meet employers' need for strong, technical workers at all levels and specializations.

**2C. The Proposed Training Program Aligns with Occupations on the Statewide Demand Occupations List and the Regional Demand Occupations List (Table 4 & Figure 1).** The AMT program prepares workers to fill in-demand occupations, including the entry level positions of machinist and industrial machinery mechanics as well as first-line supervisor/manager positions. Mechanics and first-line supervisors are also high skill/high wage occupations. All 3 occupations align with state and regional demand and the positions open at local employers.

Occupation	State Demand List	Regional Demand List	High Skill/High Wage
Machinist	X	X	
Industrial Machinery Mechanics	X	X	X
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	X	X	X

**2D. Training will be Delivered Using Face-to-Face Classroom and Practical Hands-on Components on SJR Campuses. On-site Instruction will be Coupled with Computer-based Simulations & Practice Materials Students can Access From Anywhere, Anytime.**

Advanced manufacturing *non-credit training* will be offered on the SJR State Campus in Palatka while *credit training* will be offered at the SJR State Campus in Orange Park. These locations are centrally located in the service district and are convenient to local employers and K-12 locations. As the AMT program is established and grows, SJR State has the capacity to expand and/or relocate non-credit and credit training among its campuses in Palatka, Orange Park and St. Augustine as appropriate to meet demand.

The AMT core and specialized classes, non-credit and credit, will combine intensive, on-site face-to-face training with asynchronous, computer-based learning modules that allow students access to information and simulations to learn and practice outside the classroom. The manufacturing skillset is very hands-on and competency based; employers are looking for workers that have practical knowledge and experience. The face-to-face classroom component will provide students with the practical, problem-based experience they need to be successful on the factory floor. Students will receive rigorous technical instruction and practice using industry-grade equipment at the training site, and faculty will provide one-to-one and group training and feedback. The computer-based simulations and training modules can be accessed in the classroom and used for group learning; they also enable students to practice on-line at their own pace. AMT students will also have access to soft-skills training and workplace etiquette resources that SJR State provides to all students through Workforce Services. Credit students who require general education courses can access these on-line and at all of SJR State's campuses.

The AMT curriculum is designed to focus on practical skills and competencies critical to manufacturing; students are prepared to immediately enter the workplace and be successful.

## 2E. Number of Anticipated Enrolled Students and Completers.

The *Non-credit Advanced Manufacturing Bootcamp* is a rigorous training course offered in full-time (~2 weeks) and part-time (~10 weeks) formats. Classes have a maximum enrollment of 20 participants and a targeted completion rate of 80%. The relatively small class size will promote completion by ensuring that student receive excellent individualized and group instruction, and have access to the equipment as well as one-to-one attention from the instructor. Once faculty and equipment are in-place, the number of courses offered will be set by demand, and will fluctuate from year to year. Current demand estimates indicate ~ 3 courses (~60 enrolled students; 38 completers) over a 12 month period.

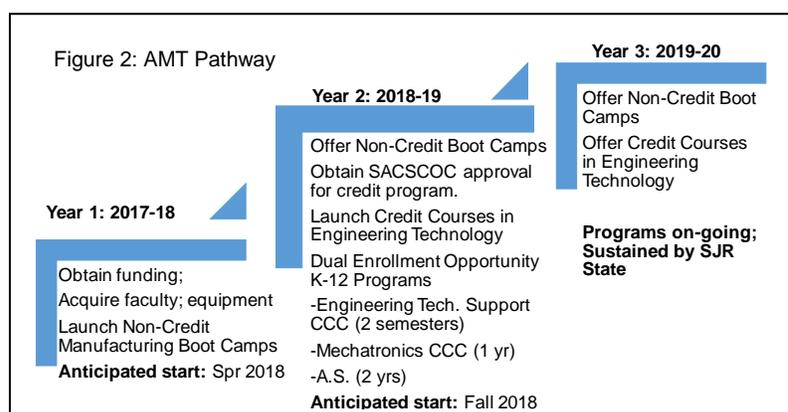
The *college-credit program* is an open-access, comprehensive program leading to stackable credentials including College Credit Certificates (CCCs) in Engineering Technology Support Specialist (18 credits; 2 semesters) and in Mechatronics (30 credits; 1 year), and the A.S. degree in Engineering Technology (60 credits; 2 years). The credit program is anticipated to begin in fall 2018 with an estimated starting enrollment of 20 students (for all CCCs and A.S.). Enrollment in the program is expected to grow over several years as the program becomes established and as completers from the non-credit bootcamp and K-12 curriculum articulate into the credit programs. Once the program is fully established, the typical annual enrollment is anticipated to be between 60-70 students with a completion rate of 80% (across all credentials). The specific number of completers each year will vary given differences in the length of the CCCs and A.S. credentials.

**2F. Program Timeline and Length of AMT Program Offerings.** The proposed AMT program project will run from 2017-2020. It will include launch of non-credit training in spring 2018 (Year 1), launch of credit training leading to the A.S. in fall 2018 (Year 2), followed by the first full year of offering all components of the comprehensive pathway (Year 3) (see Figure 2 and Table 5).

*Non-credit.* The non-credit plan and curriculum is in-place and ready to be implemented. Once funding is obtained for equipment and faculty, the non-credit training can be launched within 3-4 months—the time required for hiring and equipment purchase and installation. SJR State anticipates that the first non-credit class will begin spring 2018.

Subsequent non-credit trainings

will be scheduled to meet the demand of local employers. Employer-partners have specifically requested access to intensive non-credit bootcamps to provide a short turn-around training option for new employees who need skills and certifications.



*College credit program.* The credit program will utilize the same faculty as the non-credit bootcamp. The credit program requires purchase and installation of additional equipment, which will be installed in spring and summer of 2018. Pipelines into the credit programs from the non-credit and through dual enrollment K-12 programs will be established in Year 2. The credit program also requires approval by SJR State’s accrediting agency, the Southern Association of Schools and Colleges Commission on Colleges (SACSCOC). The program will be submitted for SACSCOC approval in December 2017; approval is anticipated by August 2018. If approved, credit courses will be offered in fall 2018, and will be offered continuously to allow students to complete their programs on time.

**Table 5: Activities, Tasks and Timeline for AMT Program**

Projected Project Period: July 1, 2017-June 30, 2020	Year 1 FY17-18 FL Job Growth				Year 2 FY18-19 FL Job Growth				Year 3 FY19-20 SJR State Sustained			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Submission FL Job Growth Grant												
Award & Negotiation of Contract												
Purchase & install equipment for non-credit training /Hire faculty (completed 3-4 months after award)												
Offer non-credit training; Anticipated start Spring 2018; offered as needed to meet employer demand.												
Purchase & install equipment for credit training (completed prior to fall 2018)												
Establish recruiting/articulation pipelines for non-credit and K-12 dual enrollment												
Submit credit program for approval to SACSCOC; December 2017												
Received SACSCOC approval for credit program; August 2018												
Offer credit training (CCCs of 2 semesters and 1 year; A.S of 2 years); Anticipated start Fall 2018												
Implement sustainability plan; sustain program												

**2G. SJR State will Sustain the AMT Program After the Two-year Development Period.**

Funding from the Florida Job Growth Grant for the one-time purchase of specialty equipment and to hire expert faculty will give the program time to set-up and grow enrollment. Non-credit training will be quickly established and offered in Year 1; enrollment will grow in Year 2. The AMT will be publicized as part of SJR State’s range of workforce offerings, and the pipeline from K-12 programs will be established. CareerSource, employers, and community partners will assist in recruiting students for the program—especially underemployed and unemployed participants. The non-credit training will create a natural pipeline of enrollment for the credit training pathways, which will be available in Year 2 and grow in Year 3.

SJR State is positioning itself to sustain the program starting in Year 3. Credit and non-credit programs will be in-place and will not require significant new equipment or faculty to continue. SJR State is prepared to sustain the faculty positions in year 3 as part of its operating budget and expand course offerings and faculty as growth in enrollments warrant. Equipment will also

be absorbed into the College's maintenance and refresh budget to ensure its proper operation and availability for training.

SJR State has a strong track-record of experience in developing and sustaining workforce training programs that meet the needs of employers and the community. These programs include nursing, allied health, business, computer, and criminal justice. The AMT program has strong community and partner support. SJR State will leverage experience and partnerships to ensure the success and sustainability of advanced manufacturing training.

## **2H. Certifications and Credentials that will Result from the Completion of AMT program.**

The training program will provide access to ladder and stackable certifications and degrees from the Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT) industry certification through the A.S. degree. Each level of training articulates into the next credential in the comprehensive career pathway, which includes the Robotics and Simulation Technician CCC and B.A.S in Organizational Management currently offered by SJR State (Table 6).

<b>Table 6: Certifications and Credentials in the AMT Program</b>			
<b>Completed Training</b>	<b>Hours or College Credits</b>	<b>Credential &amp; CIP code (if applicable)</b>	<b>Articulates into Higher Credential</b>
Non-credit, manufacturing bootcamp	~80 hours	MSSC CPT industry certification	Certification earns 15 credits toward Engineering Tech. Support Spec. CCC
Engineering Technology Support Specialist	18 Credits	CCC; CIP 061500007	18 credits toward Mechatronics CCC
Adv. Manufacturing Mechatronics	30 Credits	CCC; CIP 061500013	30 credits toward Engineering Technology A.S.
Engineering Technology	60 Credits	A.S.; CIP 161500001	Articulates into a 2+2 Bachelors of Applied Science (B.A.S) in Organizational Management; Robotics CCC (12 credits is embedded in A.S.) (currently offered by SJR State)

**2I. The Proposed AMT Program Does Not Have a Local Match Amount.** SJR State is actively seeking support for the AMT program from other sources, including local partners. At this juncture, SJR State does not have any firm commitments from other sources. If commitments are made prior to the grant review and award, SJR State will amend the application to reflect these changes and provide the local match amount.

**2J. All Information is Contained in this Document, the Appendix, and on the Application.**

### 3. Program Budget.

#### 3A. Workforce Training Project Costs:

Line Item	Total Cost
<b>Equipment</b> to offer non-credit training appropriate to CPT certification (Yr. 1) and credit training (Yr. 2). Vendor Bluegrass Technologies specializes in manufacturing training equipment used by state colleges. Equipment is compatible and extensible. Year 1 (\$237,639) includes equipment for Basic MSSC CPT Training, Fluid Power Training (hydraulics & pneumatics), and Rigging Training System. Year 2 (\$977,098) builds on the initial equipment and includes all systems necessary for CCC and A.S. training.	<b>\$1,214,737</b>
<b>Personnel (salary &amp; benefits):</b> Faculty (M.S.; 12 month) with expertise to develop curriculum, oversee equipment set-up, and teach courses in Years 1 & 2 (\$135,500). Faculty (M.S.; adjunct, \$25/hour for 30 hours/week x 30 weeks/year) with expertise to teach courses in Year 2 (\$23,000).	<b>\$158,500</b>
<b>Facilities:</b> No funds are requested; SJR State will support and sustain all necessary facilities and classroom space on the Palatka and Orange Park campus locations.	<b>\$0</b>
<b>Tuition:</b> No funds are requested; SJR State sets affordable tuition and fees and students have access to sources of aid and funding. Students enrolled in credit programs may qualify for financial aid and scholarships. Students in non-credit training may qualify employer scholarships and/or for up to 100 percent support in WIOA funding through CareerSource Northeast Florida (CSNEFL). Employers supporting employees' non-credit training may qualify for up to 50 percent in training reimbursement funds through CSNEFL.	<b>\$0</b>
<b>Training Materials:</b> consumables, small tools, and supplies to support classroom and hands-on training in Years 1 & 2.	<b>\$10,000</b>
<b>Other:</b> No funds requested	
<b>Total</b>	<b>\$1,383,237</b>

**3B. Other Workforce Training Project Funding Sources.** SJR State is actively seeking support for the AMT program from other sources, including industry partners. At this juncture, SJR State does not have any firm commitments from other sources. If commitments are made prior to the grant review and award, SJR State will amend the application to provide the source and funding amount.

Source	Funding
City/County	\$0
Private Sources	\$0
Other (grants, etc.)	\$0
<b>Total Other Funding</b>	<b>\$0</b>

**TOTAL AMOUNT REQUESTED: \$1,383,237**

### 3C. Budget Narrative:

Funds (\$1,383,237) are requested to extend advanced manufacturing training (AMT) to include a comprehensive career pathway. Funds will support specialized equipment and personnel for non-credit MSSC CPT training in Year 1 and for credit training in engineering technology support specialist (CCC) mechatronics (CCC) and the A.S. in Engineering Technology in Year 2. SJR State will support and sustain the program in Year 3 and beyond (see 2G. Sustainability p. 14).

Year 1 costs include:

- Salary and benefits (\$67,000) to hire a full-time, masters-level instructor on 12-month contract to coordinate the program, develop curriculum, supervise installation of the equipment and teach non-credit CPT training.
- Equipment (\$237,639) to support hands-on non-credit CPT training, including CPT basic training package, Fluid Power Training System and Rigging Training System.
- Consumables (\$5,000) to support small tools, consumables and other educational materials for classroom training.

Year 2 costs include:

- Salary and benefits (\$68,500) to retain the full-time, masters-level instructor on 12-month contract to coordinate the program, develop curriculum, supervise installation of the additional equipment to support credit training and teach non-credit CPT training and/or credit-level courses.
- Salary and benefits (\$23,000) to hire a masters-level adjunct instructor qualified to teach non-credit CPT training and/or credit-level courses. Additional instructional capacity will allow the program to offer the full-range of courses to meet demand.
- Equipment (\$977,098) to add to the current equipment and support hands-on credit level training. See the full list of equipment attached (Appendix p. A24).
- Consumables (\$5,000) to support small tools, consumables and other educational materials for classroom training.

SJR State is fully prepared to immediately implement program upon award of the Florida Job Growth Grant and contracting with the Florida Department of Economic Opportunity. Hiring and equipment purchases can be completed within 3-4 months of funding.

SJR State has explored the local talent pool for faculty in this area and has several prospects for qualified applicants who may apply for the full-time and adjunct positions once the jobs can be advertised. In addition, SJR State has fully explored options for equipment and training resources to support the non-credit and credit programs. Bluegrass Educational Technologies, a leader in the field, has an existing state contract. SJR State will be able to immediately contract with Bluegrass once funds are received. Bluegrass has provided a highly-competitive package that meets training specifications and employer-partner requirements. The equipment is used at a number of state colleges and is compatible with the local K-12 curriculum.

Bluegrass provides a variety of modules and systems that can be purchased and extended as needed—allowing for flexibility in configuration and timing for non-credit training (Year 1) and credit training (Year 2).

*Institutional Commitment & Capacity.* The AMT program is directly related to SJR State's core mission to provide high-quality education and training to residents and promote the economic and social advancement of the communities it serves. SJR State is not requesting administrative or indirect costs as part of this grant. SJR State has the institutional capacity to successfully implement the AMT program and will dedicate significant institutional resources to support and sustain it. SJR State commitments include:

- Appropriate facilities, computers, and classroom space on the Palatka and Orange Park Campuses, enabling access to high-quality on-site, hands-on and computer-simulated training in our local area.
- Access to the MSSC CPT tests at SJR State campus testing sites to ensure participants have local access to complete certification testing.
- Leveraging resources from the Robotics CCC to support courses in the AMT program.
- Enhanced training and professional development for program faculty to ensure students receive cutting-edge, student-focused training. Faculty development may include CPT certified training, experience with new pedagogies, and exposure to best practices.
- Students will have access to SJR State's excellent workforce advising, academic support, and career services resources and staff. These services assist students with academic support, soft-skills training, resume review, mock-interview and placement.
- Administrative oversight and staff support to ensure student learning outcomes are met and the program operates efficiently and effectively.
- SJR State will work with students and partners, such as CareerSource Northeast Florida, to ensure that qualified students have access to sources of aid and scholarships for their training and education.

SJR State Workforce Development has significant experience in leading grant-funded training initiatives to develop and provide workforce-driven training opportunities that lead to industry-recognized credentials in high demand fields. These include awards from the Florida Department of Education, the U.S. Department of Labor, and Carl D. Perkins Vocational and Technical grants. Personnel in the Business Office, Human Resources and Grants Development at SJR State will provide expertise in grants accounting and management to assist the Workforce team.

#### **4. Approvals and Authority.**

**4A. Approval to Execute a Grant Agreement with Florida Department of Economic Opportunity (DEO).** The SJR State District Board of Trustees must provide approval for the President to execute grant agreements. The AMT proposal was presented to the Board for approval at their monthly meeting on August 23, 2017. Approval was given at that time for the President to enter into a grant agreement with Florida DEO if the AMT proposal is funded.

**4B. The SJR State District Board of Trustees Typically Meets the 3<sup>rd</sup> Wednesday of Each Month (SJR State Board Rule SJR 1.07 Board Meetings).**

i. The chart shows the schedule of monthly Board meetings for the next six months.

ii. If necessary, the Board can hold special meetings; public notice must be provided at least 7 days in advance of the special session.

If additional information or approvals are needed, the Board will be presented that information at a special session if necessary and/or at the scheduled September meeting.

<b>SJR State Board of Trustee Meetings</b>	
<b>Month</b>	<b>Date</b>
August	August 23, 2017
September	September 20, 2017
October	October 18, 2017
November	No meeting
December	December 6, 2017
January	January 17, 2017
February	February 21, 2017

**4C. With Approval from the Board of Trustees, the President has the Necessary Authority to Execute the Proposal on Behalf of the College (SJR State Board Rule SJR 1.38 (R1) Organizational Structure of the College).** SJR State is a member of the Florida College System organized in accordance with Florida Statutes Part III of Chapter 1001 and administered in accordance with the Administrative Procedure Act (Florida Statutes Chapter 120; Florida Administrative Code Chapter 6A-14). The Board constitutes a corporation with all the powers and duties of a body corporate, including the power to contract and be contracted with. The President is the chief executive officer of SJR State and is responsible for the operation and administration of the College. The President may approve, execute, and administer contracts for and on behalf of the Board, provided such contracts are within law and guidelines of the State Board of Education and in conformance with policies of the Board of Trustees, and are for the implementation of approved programs of the Florida College System institution. See attached relevant Board Rules (Appendix p. A27).

### **Letters of Support**

Letters from the agencies below are attached or will be sent by separate cover as indicated below.

1. JAXUSA—attached
2. CareerSource – attached
3. Georgia-Pacific—will arrive under separate cover
4. Seminole Electric Cooperative Incorporated – attached
5. JTE Machines – attached
6. Vac-Con – attached
7. Clay Chamber – attached
8. Putnam County Chamber of Commerce – attached
9. Clay County School District – attached
10. Putnam County School District--attached
11. St. Johns County School District – attached



August 24, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

JAXUSA Partnership is pleased to partner with St. Johns River State College (SJR State) in an application to the Florida Job Growth Grant to launch a robust training program in advanced manufacturing. SJR State and JAXUSA have a long-standing collaboration to develop quality workforce education and employment opportunities for residents in Clay, Putnam and St. Johns Counties. SJR State has been a vital partner in our regional efforts to increase postsecondary attainment of our regions youth and adult populations which further support economic development and vitality of our communities.

Advanced Manufacturing is important career pathway, which is a growing industry in our region. It is also is a targeted industry for the JAXUSA partnerships. Northeast Florida as the westernmost location along the East Coast is uniquely positioned within an eight-hour drive of the entire Southeastern consume market. Couple that with our logistics infrastructure and international trade opportunities the products that are manufactured here can easily be shipped to anywhere in the world. This will only grow exponentially with the build out of the First Coast Expressway connecting I-10 to I-95 through Clay and St. Johns counties, providing another artery for moving goods to market.

While space, location, and reliable transportation contribute to the regions ability to attract advanced manufacturers, a highly-skilled, motivated, and trainable workforce is essential to growth and sustained success. Thus, the proposed training program at SJR State is a key component of continued economic development and growth in advanced manufacturing for Northeast Florida. The proposed training program will support current and future openings at our employers and encourage modernization, automation, and expansion. The program emphasizes key skills, such as safety, maintenance, mechatronics and offers pathways to a range of recognized certifications and credentials, including those at the supervisory and managerial levels.

JAXUSA will support the program by:

- Marketing the program to unemployed, underemployed and incumbent workers through Earn Up initiatives
- Promote the training program to its members
- Participate in community discussions related to development and implementation
- Leverage the program as a way to attract new employers to the region



JAXUSA is excited to be part of the proposal, which will advance the long-term health, economic vitality and stability of Clay, Putnam and St. Johns Counties.

Please feel free to contact me if you require further information.

Sincerely,

A handwritten signature in black ink that reads "Tina Wirth". The signature is fluid and cursive.

Tina Wirth  
Vice President, Workforce Development  
JAXUSA Partnership  
twirth@jaxusa.org



August 14, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott:

CareerSource Northeast Florida (CSNEFL) is pleased to collaborate with St. Johns River State College (SJR State) in an application to the Florida Job Growth Grant to launch a robust training program in advanced manufacturing. SJR State and CareerSource NEFL have a long-standing collaboration to develop quality workforce education and employment opportunities for residents in Clay, Putnam and St. Johns Counties. For this project, CSNEFL and SJR State have worked together with stakeholders from industry, K-12 education, economic development agencies, and community leaders to develop this important career pathway in advanced manufacturing, which is a growing industry in our region.

The training program is open-access and provides multiple entry and exit points for new, unemployed/underemployed, and incumbent workers. The program allows for non-credit and college credit opportunities tailored to students' and employers' needs. The High School Industry Curriculum and dual enrollment opportunities articulate into the program—accelerating students' pathways to good, technical jobs.

CSNEFL is committed to working with SJR State and other stakeholders to ensure that the program provides underemployed, unemployed and incumbent workers with skills and credentials that lead to placement and retention in the workforce. CareerSource staff are located on the SJR State campuses and will work with SJR State workforce staff to recruit individuals to the program—especially those who are unemployed and underemployed. CareerSource will support the program by:

- Marketing the program to unemployed, underemployed and incumbent workers
- Participation in career development and job readiness events and activities

We are excited to be part of the proposal, which will advance the long-term health, economic vitality and stability of Clay, Putnam and St. Johns Counties.

Please feel free to contact me if you require further information.

Sincerely,

A handwritten signature in black ink that reads "Bruce Ferguson, Jr." in a cursive style.

Bruce Ferguson, Jr.  
President

1845 Town Center Boulevard  
Suite 250  
Fleming Island, FL 32003  
p: 904-213-3800 | f: 904-516-9217



August 7, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

Seminole Electric Cooperative Incorporated (SECI) supports St. Johns River State College's (SJR State's) Florida Job Growth Grant Application to implement a training program in advanced manufacturing. SECI employs ~300 persons at its coal-fired generating station just outside of Palatka in Putnam County. Jobs at the SECI location are highly technical, requiring workers skilled in maintenance, safety, machinery operation, engineering and production. Attracting new talent and upskilling current employees to take on higher responsibilities is a challenge in Palatka and our other Florida locations. The proposed advanced manufacturing training program promises to help meet SECI's demand for a trained manufacturing workforce to fill these positions.

SECI has partnered with SJR State and other stakeholders in industry, K-12 education, and the community to develop a comprehensive training program for the advanced manufacturing career pathway. Training will include non-credit and credit options and will be rigorous. It will emphasize core manufacturing and engineering competencies, allowing new and incumbent workers to attain appropriate skills and credentials. SECI and all employers in the manufacturing sector will benefit from the development of a pipeline of skilled workers.

SECI is excited to be a partner in the proposed training program, which is ready to be implemented and has strong local support. Expanding and strengthening the technical workforce will meet employer demand; this will benefit SECI and the manufacturing sector in the local area. Strengthening manufacturing will anchor and grow the local economy and provide good jobs for the residents of Putnam County and the region.

Please feel free to contact me if you require further information

Sincerely,

A handwritten signature in black ink, appearing to read "B. Atkins", is written over the word "Sincerely,".

Ms. Brenda Atkins  
Director of Plant Operations  
Seminole Electric Cooperative, Inc.  
890 North Highway 17  
Palatka, FL 32177  
Batkings@seminole-electric.com  
386-328-9255 x2311



August 7, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

JTE Machines, located in Clay County, is the leading full service and solution provider of stationary and traveling radio frequency (RF) welding machines. JTE has more than 25 years of expertise in providing plastic welding and automation solutions to industrial fabric markets across North America and beyond. Our customers span many different end product industries, including military tent manufacturing to medical plastic products. JTE employs 9 personnel at its 11,500 square foot facility that includes research, testing, design, manufacturing, training and showroom space. JTE was awarded a GrowFL grant, which assists qualified second stage manufacturing companies with their marketing, product development and market expansion efforts. JTE typically hires 1 new person each year, and is anticipating growth and new jobs of 10 people over the next 5 years given our expansion efforts-specifically those plans to bring in-house manufacturing for our full line of JTE branded RF machine here in Orange Park, FL rather than through our current contract manufacturer in Taiwan.

Hiring and retaining talented, qualified technical employees is a challenge for JTE. As a small manufacturing company competing in a highly technical and competitive international market, we depend on every employee to drive innovation, quality, process efficiencies, safety and customer satisfaction. *JTE is very excited about the prospect of a training program in advanced manufacturing to serve the workforce needs of employers in Clay, Putnam and St. Johns County.*

JTE has participated in the planning process with St. Johns River State College (SJR State) and is pleased to support the College's application for a Florida Job Growth Grant to launch the training program. The training program includes pathways for new and existing workers to gain core competencies in maintenance, technology, and safety that JTE values, and provides workers with the opportunity to earn recognized industry certifications and college credentials.

JTE is committed to help make the program a success by:

- providing time and expertise to ensure training meets the need of industry/employers
- Utilizing the non-credit options
- Interviewing/hiring completers
- Providing an OJT component

The total leveraged value of our participation is more than \$10,000.



JTE is pleased to support SJR State's proposal to develop a workforce training program in advanced manufacturing. The program will provide a pipeline of well-trained new talent and opportunities for current employees to upskill and advance to meet the current and growth needs of JTE and other local manufacturers. A skilled manufacturing workforce will set a foundation for economic stability and growth that will benefit Clay County, the Jacksonville region, and Florida.

Please feel free to contact me if you require further information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Traci Evling', with a long horizontal flourish extending to the right.

Traci Evling  
Managing Director  
JTE Machines, LLC  
80 Industrial Loop N. Bldg. 4  
tevling@jtemachine.com  
904-278-2388



August 7, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

Vac-Con® is pleased to support St. Johns River State College's (SJR State's) application for a Florida Job Growth Grant to launch a training program in advanced manufacturing to serve Clay, Putnam and St. Johns Counties. The training program covers the entire manufacturing career pathway from non-credit training leading to the Certified Production Technician industry certification through credit certificates and A.S. and B.A.S degrees. It will provide a pipeline to develop a skilled workforce for the local manufacturing industry and meet Vac-Con®'s immediate and growing demand for qualified, trained workers.

Vac-Con®, is an employee-owned, manufacturer of custom-built, truck-mounted machines serving the environmental market. Vac-Con® is a primary competitor in its markets, and its employee-owners are dedicated to producing quality products and industry-leading customer service. Vac-Con® is the second-largest employer in Clay County with ~300 personnel at our Green Cove Springs location. Vac-Con® is growing to take advantage of changes competition and the market. In 2015, the company invested \$10M to extend the Green Cove facility by 65,000 square feet and expand capacity 15%. Expanding capacity requires growing the technical workforce; typically, Vac-Con® has 20 annual openings, and anticipates 30-40 due to the new expansion. Filling these positions with qualified, tech-savvy talent is not always easy. The proposed advanced manufacturing training program at SJR State will provide a good talent pool and assist our current workers with upskilling. We are very pleased to be a part of the process to make the program a success. Vac-Con® will:

- Continue to provide time and expertise to ensure training meets the need of industry/employers both internally and externally through partnering with local education community
- Utilize the non-credit options by interviewing and if qualified for position, hire completers of the Certified Production Technician program

- OJT component will continue as we provide training both in house and off site through several organizations and schools.
- Financial commitment by Vac-Con is shown by our educational assistance program and paying for local seminars and training.

The training program was developed with input from community and industry stakeholders and is ready to be implemented. The talent pool created will meet current workforce demand, and allow employers, such as Vac-Con®, to consider expansions, knowing that we can count on a skilled workforce. The training program is a key part of economic development and growth for the region.

Please feel free to contact me if you require further information.

Sincerely,



Julie Cupit  
Assistant Secretary  
[juliec@vac-con.com](mailto:juliec@vac-con.com)



August 7, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

The Clay County Chamber of Commerce, is pleased to support St. Johns River State College's (SJR State's) application for a Florida Job Growth Grant to launch a training program in advanced manufacturing. The training program will provide county residents with the opportunity to gain skills and competencies to compete successfully for high-wage, high-skill manufacturing jobs that are growing in the County and in Florida. In addition, the training program will strengthen the skilled manufacturing workforce in Clay. A trained workforce will meet current employer needs, and support expansions for current companies as well as new prospects moving to the area.

The training program is an important component to promote economic stability and growth for Clay County. Clay County, located just west of Jacksonville is growing in population, in employers and economic outlook. Clay has 110 advanced manufacturers employing more than 1000 highly-skilled workers. Expansions are anticipated as the First Coast Expressway through Clay is completed to connect Interstate 95 (I-95) in northern St. Johns County to Interstate 10 (I-10) in western Duval County, and as Clay's business-friendly reputation grows. Green Cove Springs, the county seat, was recently designated: "...one of the best sites on the East Coast for a manufacturer to relocate or expand" by the Boyd Company.

While space, policies, and reliable transportation contribute to Clay's ability to attract advanced manufacturers, a highly-skilled, motivated, and trainable workforce is essential to growth and sustained success. Thus, the proposed training program at SJR State is a key component of continued economic development and growth in advanced manufacturing for Clay County. The proposed training program will support current and future openings at our employers and encourage modernization, automation, and expansion. The program emphasizes key skills, such as safety, maintenance, mechatronics and offers pathways to a range of recognized certifications and credentials, including those at the supervisory and managerial levels.

Clay County Chamber of Commerce is a key stakeholder in the training program and will continue to work with community leaders, K-12 educators, employers and the College to ensure its success. Specifically, the Clay Chamber will:

- Promote the training program to its members
- Participate in community discussions related to development and implementation
- Leverage the program as a way to attract new employers to the County and the region



SJR State's proposal to implement a local training program in advanced manufacturing directly aligns with Clay's plan for long-term economic growth and development. It will strengthen and expand the technical workforce to support current and new employers and provide our residents with the skills to be successful in high-wage, high-skill jobs with excellent career opportunities.

Please feel free to contact me if you require further information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Douglas P. Conkey", is written over a light blue background.

Douglas P Conkey  
President

Clay County Chamber of Commerce  
1734 Kingsley Ave, Orange Park FL 32073  
dconkey@claychamber.com  
904-264-2651



August 7, 2017

Honorable Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott:

The Putnam County Chamber of Commerce is pleased to support St. Johns River State College's application for a Florida Job Growth Grant to launch a training program in advanced manufacturing. The training program will provide county residents with the opportunity to gain skills and competencies to compete successfully for high-wage, high-skill manufacturing jobs that are growing in the County and in Florida. In addition, the training program will expand the skilled manufacturing workforce in Putnam. A trained workforce will meet current employer needs, and support expansions for current companies and new prospects moving to the area.

The training program is an important component to promote economic stability and growth for Putnam County. Putnam County, located along the St. Johns River between Gainesville and Jacksonville, is predominantly rural. The county has strong tradition of self-reliance and hard-work in key industries including manufacturing, logging, and agriculture. Putnam County and these industries were hard-hit during the Great Recession and have really struggled to rebound. Putnam is also a designated RAO (part of the North Central Rural Area of Opportunity).

Putnam, its residents, and employers are resilient and its industries, especially manufacturing, are rebounding. Manufacturing is the anchor industry, and is the top industry in total job numbers and earnings per worker in Putnam County. Manufacturing in Putnam is showing growth in jobs from 2015-17 and good projections through 2021. While Putnam has several large manufacturing employers, including Georgia-Pacific, Continental Building Products and Seminole Electric Cooperative Incorporated, most manufacturers are small businesses.

The proposed training program will support current and future openings at our employers and encourage modernization, automation and expansion. The program emphasizes key skills, such as safety, maintenance, and mechatronics, and offers pathways to a range of recognized certifications and credentials.



Manufacturing has changed; the training program addresses new competencies for advanced manufacturing to provide excellent training for new workers and to modernize the current workforce.

Putnam Chamber is a key stakeholder in the training program and will continue to work with community leaders, K-12 educators, employers and the College to ensure its success. Specifically, the Chamber will:

- Promote the training program to its members and employers in the county
- Participate in community discussions related to development and implementation
- Leverage the program to attract new employers to the County and the region
- Use the program as part of our workforce committee marketing to middle school and high school students on careers in Putnam County.

Putnam Chamber of Commerce supports the proposed advanced manufacturing workforce training pathway. Our manufacturers have an aging will force that will retire over the next five years leaving a large gap in the current manufacturing workforce. This grant will assist in creating a strong technical workforce in Putnam County, fill a void in workforce training that no longer exists, will support sustained growth in the manufacturing sector and advance the long-term economic development of Putnam County and the region.

Thank you for your consideration of this request. Please feel free to contact us if you require further information.

Sincerely,



Dana C. Jones, IOM  
President



Brian Bergen, PCED  
Vice President of Economic Development



**SCHOOL DISTRICT OF CLAY COUNTY**  
**Career and Technical Education**  
 2306 Kingsley Ave.  
 Orange Park, FL 32073  
 Ph. 904.336.4500 Fax: 904.336.4465

Chereese Stewart, Supervisor  
 Community and Business  
 Partnerships

Alice Paulk, Supervisor  
 Program Implementation

Kelly Mosley, CTE Specialist

Peggy Brooks, Administrative  
 Secretary

August 7, 2017

Governor Rick Scott  
 Office of the Governor  
 State of Florida  
 The Capitol  
 400 S. Monroe St.  
 Tallahassee, FL 32399-0001

Dear Governor Scott,

Clay County School District (CCSD) strongly supports St. Johns River State College's (SJR State's) Florida Job Growth Grant Application to launch a robust training program in advanced manufacturing. SJR State and CCSD have worked together with other stakeholders from industry, K-12 education, economic development agencies, and community leaders to develop this important career pathway for our region.

The training program is comprehensive and provides multiple entry and exit points for new and incumbent workers, allowing for non-credit and college credit opportunities tailored to students' and employers' needs. Importantly, the pathway articulates with the High School Industry Curriculum and dual enrollment opportunities—accelerating students' pathways to industry certifications, certificates and degrees leading to good jobs in a growing industry in the region. Clay County is a leader in the implementation of our Academy models. We have several manufacturing based academies, and also many manufacturing based career and technical education pathways. To include the Academy of Engineering, Aerospace Academy, Design Build Academy. Pathways include Logistics, Air Conditioning, Refrigeration and Heating Technology, Building Design Technologies, Automotive Collision and Repair, Automotive Technology, Carpentry, Drafting, Electricity, Robotics, and Welding. We also have a myriad of STEM related programming throughout the district, K-12.

CCSD is committed to continuing to work SJR State and other stakeholders to ensure smooth articulation, a rigorous, targeted curriculum, well-prepared students, and efficiencies between the K-12 and College-level programs.

CCSD supports this proposal to develop an advanced manufacturing training pathway for our local students. It is aligned with Florida curriculum frameworks and industry standards to ensure that students will have the skills and competencies that will meet the needs of employers. Providing students with pathways to knowledge, good-paying jobs, and a career with advancement opportunities will improve the economic outlook for Clay students, the County and the region.

Please feel free to contact me if you require further information.

Sincerely,

*Chereese Stewart*

Supervisor, Career and Technical Education  
 Clay County School District  
 2306 Kingsley Avenue  
 Orange Park, Fl. 32073  
[chereese.stewart@myoneclay.net](mailto:chereese.stewart@myoneclay.net)  
 904-336-4502



August 21, 2017

Governor Rick Scott  
Office of the Governor  
State of Florida  
The Capitol  
400 S. Monroe St.  
Tallahassee, FL 32399-0001

Dear Governor Scott,

Putnam County School District (PCSD), strongly supports St. Johns River State College's (SJR State's) Florida Job Growth Grant Application to launch a robust training program in advanced manufacturing. SJR State and PCSD have worked together with other stakeholders from industry, K-12 education, economic development agencies, and community leaders to develop this important career pathway for our region.

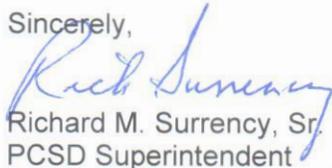
The training program is comprehensive and provides multiple entry and exit points for new and incumbent workers, allowing for non-credit and college credit opportunities tailored to students' and employers' needs. Importantly, the pathway articulates with the High School Industry Curriculum and dual enrollment opportunities—accelerating students' pathways to industry certifications, certificates and degrees leading to good jobs in a growing industry in the region. The PCSD has implemented an Advanced Manufacturing program of study at the three area high schools along with a new Welding Technology Fundamentals program at one of the high schools. These programs of study are Career Pathways for students to receive an industry credential and also continue on to SJRSC into a post-secondary Career Pathway.

PCSD is committed to continuing to work SJR State and other stakeholders to ensure smooth articulation, a rigorous, targeted curriculum, well-prepared students, and efficiencies between the K-12 and College-level programs.

PCSD supports this proposal to develop an advanced manufacturing training pathway for our local students. It is aligned with Florida curriculum frameworks and industry standards to ensure that students will have the skills and competencies that will meet the needs of employers. Providing students with pathways to knowledge, good-paying jobs, and a career with advancement opportunities will improve the economic outlook for Putnam students, the County and the region.

Please feel free to contact me if you require further information.

Sincerely,



Richard M. Surrency, Sr.  
PCSD Superintendent

[rsurrency@my.putnamschools.org](mailto:rsurrency@my.putnamschools.org)  
386-329-0653



Nikki Cummings, District I  
David Buckles, District II  
Sandra Gilyard, District III

Kathy Jorgensen, District IV  
Jane Crawford, District V  
Dr. Rick Surrency, Superintendent



**Tim Forson**  
*Superintendent of Schools*

40 Orange Street  
 St. Augustine, Florida 32084  
 (904) 547-7500  
[www.stjohns.k12.fl.us](http://www.stjohns.k12.fl.us)

August 7, 2017

**SCHOOL BOARD**

Beverly Slough  
*District 1*

Tommy Allen  
*District 2*

Bill Mignon  
*District 3*

Kelly Barrera  
*District 4*

Patrick Canan  
*District 5*

Governor Rick Scott  
 Office of the Governor  
 State of Florida  
 The Capitol  
 400 S. Monroe St.  
 Tallahassee, FL 32399-0001

Dear Governor Scott,

St. Johns County School District (SJCSD) supports St. Johns River State College's (SJR State's) application for the Florida Job Growth Grant to launch a robust training program in advanced manufacturing. SJR State and SJCSD have worked together with stakeholders from industry, economic development agencies and community leaders to develop this important career pathway for our region.

The training program is comprehensive and provides multiple entry and exit points for new and incumbent workers, allowing for non-credit and college credit opportunities tailored to students' and employers' needs. Importantly, the pathway articulates with several high school curriculum paths, dual enrollment opportunities and post-secondary programs—accelerating students' pathways to industry certifications, certificates and degrees leading to good jobs in a growing industry in the region.

Advanced Manufacturing programs in SJCSD include:

- Applied Engineering strand of the Academy of Engineering and Environmental Science at Creekside High School
- St. Johns County Aerospace Academy at St. Augustine High School
- Manufacturing internship program at St. Johns Technical High School. Students intern at Carlisle Interconnect Technologies
- Welding programs at First Coast Technical College

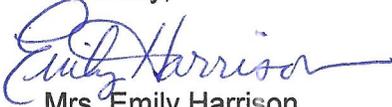
SJCSD is committed to continuing to work with SJR State and other stakeholders to ensure smooth articulation, a rigorous, targeted curriculum, well-prepared students and efficiencies between the K-12 and College-level programs.

*The St. Johns County School District will inspire good character and a passion for lifelong learning in all students, creating educated and caring contributors to the world.*

SJCSD supports this proposal to develop an advanced manufacturing training pathway for our local students. It is aligned with Florida curriculum frameworks and industry standards to ensure that students will have the skills and competencies that will meet the needs of employers. Providing pathways to good-paying jobs in a career with advancement opportunities will improve the economic outlook for St. Johns students, the County and the region.

Please feel free to contact me if you require further information.

Sincerely,



Mrs. Emily Harrison

Director of Career and Technical Education

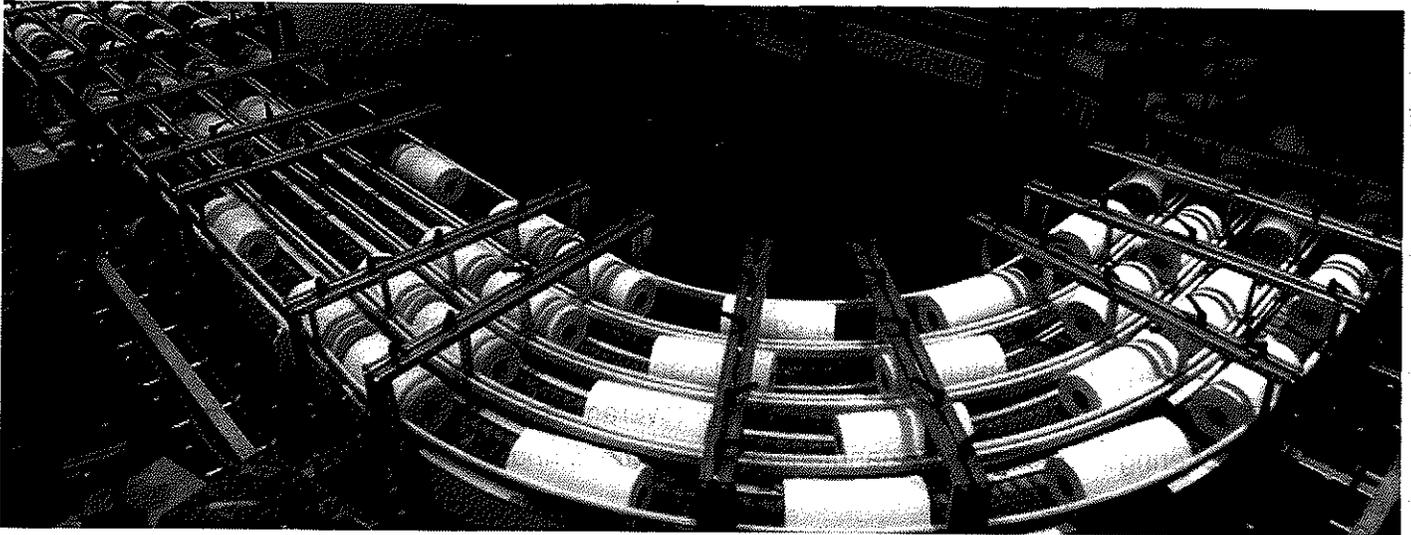
St. Johns County School District

[Emily.harrison@stjohns.k12.fl.us](mailto:Emily.harrison@stjohns.k12.fl.us)

(904) 547-4871

**Supporting Documents for Job Creation Estimate**

In addition to the letters of support, recent press releases provide support for the job creation estimates. These are attached.



## Palatka, Florida, Mill Selected For \$400 Million Investment

Updated Fri June 23, 2017

Georgia-Pacific today announced that its Palatka, Florida, mill has been selected as the location for the company's previously announced investment of more than \$400 million in its GP Consumer (retail) tissue and towel business. The investment supports continued growth for key customers' premium private label towel products.

Investments to the Palatka mill include building a new paper machine using through-air-dried (TAD) technology, as well as adding associated converting equipment and infrastructure. Engineering and related work is beginning immediately, and startup of the upgraded operation is scheduled for 2019.

Approximately 80 jobs will be created to operate the new papermaking complex, in addition to the mill's 850 current employees. An average of 160 construction and contract-related workers are expected to be onsite at the mill every day during the project, with a potential peak of 700 contract workers per day at the height of construction.

"This upgrade to our operations in Florida underscores our long history of investment in the state by Georgia-Pacific and Koch companies," said Christian Fischer, Georgia-Pacific president and chief executive officer. "We appreciate the ongoing support of the local community, Putnam County and state officials in our efforts to continue making our Palatka mill more competitive for the long-term.

In the last 10 years, capital investment and acquisitions in the Palatka mill have totaled \$306 million and statewide investments have totaled \$1.5 billion.

"The Palatka mill has been a major economic contributor in Putnam County for 70 years," said Larry Harvey, chairman, Putnam County Board of County Commissioners. "It is gratifying that Georgia-Pacific continues to see our community as a solid location for significant investment. With this new manufacturing

A19

SJR State Appendix Florida Job Growth Grant  
technology coming to the Palatka mill, we look forward to many more decades of opportunity together.”

The Palatka mill currently operates two kraft paper machines, three paper machines manufacturing paper for bath tissue and paper towels, and a number of converting operations producing finished paper products.

The improvements will allow Georgia-Pacific's current and potential customers to grow their premium private label towel brands, as well as expand the company's Brawny® premium paper towel brand.

“This significant investment demonstrates our commitment to GP's consumer business, our hard-working teams and our current and potential customers,” said Kathy Walters, Group President – Georgia-Pacific Consumer Products Group. “It also allows us to further leverage the many advantages we have, including our breadth of offerings, excellence in manufacturing operations and research and development to create products that consumers value.”

In Florida, Georgia-Pacific operates three facilities and employs nearly 1,600 people with total annual compensation and benefits of more than \$143 million.

The Florida Times-Union  
**jacksonville.com**

(/)

Posted June 4, 2015 04:46 pm | Updated June 4, 2015 04:55 pm

By Roger Bull (/authors/roger-bull-0)

## Vac-Con, maker of huge sewer-cleaning trucks, is expanding big-time

65,000 square-foot expansion in Clay County begins Friday



Vacuum trucks from Green Cove Springs based Vac-Con are parked at Blount Island Marine Terminal Monday, December 16, 2013 in Jacksonville, Florida. 18 of the trucks were staged at the terminal before being shipped to Peru at the end of December.

Vac-Con is best known for trucks that, and there's no other way to put this, suck sewers clean. Big, powerful vacuum cleaners on wheels is what they are.

The Green Cove Springs company has about 7,000 of them working and vacuuming all over the world. Eight trucks went out last week to Iraq.

Friday, it begins a \$10 million, 65,000-square-foot expansion that will allow it to hire more workers and produce more of those trucks.

The company is actually calling Friday's event a "ground-blasting" ceremony. That's because the honors will be done by another one of its trucks, a hydro-excavator. Its job is to blast water into the ground to expose gas and electrical lines that could be damaged by any kind of digging blade.

SEE ALSO

It then sucks the water back out.

Tom Jody, marketing manager, said the Vac-Con now has capacity to produce about 30 trucks a month. The expansion, he said, should push that close to 50 a month.

By the way, the trucks sell for about \$350,000 each.

The company has been on U.S. 17 just south of downtown since 1986. It's got about 300 employees and Jody said that's expected to grow by 30-50 this year when the expansion is online. They're hoping that's by the end of the year.

The jobs would include skilled labor, welders, electricians, painters and engineers. Jody said he could not give a salary range, only saying that it was above average for Clay County.

The Green Cove Springs plant is the only location for Vac-Con, though it is a subsidiary of Holden Industries, an Illinois-based company that is 100 percent employee-owned.

Roger Bull: (904) 359-4296

**Equipment Quote**

A full quote of equipment from Bluegrass Educational Technologies is attached.

**Quotation Prepared For:**  
**St. Johns River State College**  
 Melissa O'Connell  
 5001 St. Johns Avenue  
 Palatka, Florida 32177  
 MelissaOConnell@sjrstate.edu  
 (386) 312-4259

# Bluegrass

EDUCATIONAL TECHNOLOGIES, LLC

**PURCHASE ORDERS MADE OUT TO:**  
 Bluegrass Educational Technologies, LLC  
 PO Box 911048  
 Lexington, KY 40591  
 Phone: (866) 276-6457  
 Fax: (866) 275-4660  
 Email: Sales@bluegrassET.com

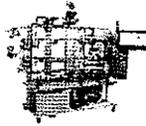
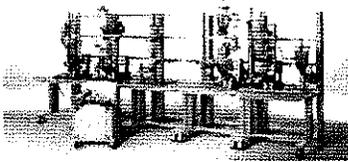
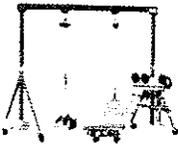
**Quotation Prepared By:**  
**Bluegrass Educational Technologies, LLC**  
 Steve Carcone  
 Steve@bluegrassET.com  
 Technology Consultant  
 (813) 413-7836  
 www.BluegrassET.com

Bluegrass Fed ID#: 26-4710320  
 Quotation #: SJRSC20170816A  
 Reference: Industrial Manufacturing  
 Date: 06/16/17

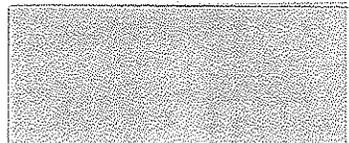


Item	Qty	Model Number	Equipment Description	Unit Price	Extended
<b>Learning Management System</b>					
1	5	589244	47513-10 Mind-Sight LCMS Package (Year Hosted 200 Users)	\$1,250	\$6,250
2	1	585647	47945-P0 Complete eSeries/TZ Library (Perpetual License)	\$26,163	\$26,163
<b>Mechanical Training System</b>					
3	4	580121	46101-10 Mechanical Training System – Level 1	\$14,590	\$58,360
4	4	579819	46601-00 Work Bench (Mechanical Training System)	\$3,837	\$15,348
5	4	579833	46602-00 Bench Panel Support	\$698	\$2,792
6	4	579892	46632-00 Optional Tool Package for 46101-10	\$2,023	\$8,092
7	4	763406	46640-00 Spare Parts 1 for 46101-10	\$153	\$612
8	4	763409	46641-00 Consumables 1 for 46101-10	\$32	\$128
9	4	580128	46101-20 Mechanical Training System – Level 2	\$8,064	\$32,256
10	4	579893	46632-10 Optional Tool Package 2 for 46101-20	\$494	\$1,976
11	4	579896	46640-10 Spare Parts 2 for 46101-20	\$837	\$3,348
12	4	579897	46641-10 Consumables 2 for 46101-20	\$82	\$328
13	4	580131	46101-30 Mechanical Training System – Level 3	\$5,724	\$22,896
14	4	579894	46632-20 Optional Tool Package 3 for 46101-30	\$1,465	\$5,860
15	4	763407	46640-20 Spare Parts 3 for 46101-30	\$558	\$2,232
16	4	763410	46641-20 Consumables 3 for 46101-30	\$64	\$256
<b>Fluid Power Training System</b>					
17	4	588568	6080-C0 Hydraulics Fundamentals (Lockable bench assembled)	\$20,851	\$83,404
18	4	588589	6080-20 Electrical Control of Hydraulic Systems	\$10,352	\$41,408
19	4	588635	6082-50 Hydraulics and Pneumatics Apps II PLC (Allen Bradley)	\$2,086	\$8,344
20	1	588594	6080-40 Servo Control of Hydraulic Systems	\$12,964	\$12,964
21	1	588580	6080-F0 Troubleshooting Hydraulic Circuits (Faulted Parts)	\$7,713	\$7,713
22	4	588606	6081-C0 Pneumatics Fundamentals (Lockable bench assembled)	\$9,280	\$37,120
23	4	588618	6081-20 Electrical Control of Pneumatic Systems	\$7,350	\$29,400
24	4	588640	6082-70 Hydraulics and Pneumatics Apps II PLC (Siemens)	\$4,073	\$16,292
25	1	588624	6081-40 Servo Control of Pneumatic Systems	\$8,065	\$8,065
26	1	588580	6080-F0 Troubleshooting Hydraulic Circuits (Faulted Parts)	\$7,713	\$7,713
27	1	588644	6085-00 Hyd/Pneu Sensors Training System	\$4,605	\$4,605
28	1	588059	6387-DO LVSIM Simulation Software - 20 Users	\$9,187	\$9,187
<b>Electrical Training System</b>					
29	10	585731	48800-00 Preparatory Electricity and Electronics (PEET) 2.0	\$1,745	\$17,450
30	4	587589	3351-00 AC/DC Training System	\$5,575	\$22,300
31	4	581502	8036-10 Basic Controls Training System (3ph / 208v / 20a required)	\$15,875	\$63,500
32	4	581427	8920-40 Digital Tachometer	\$516	\$2,064
33	4	581509	8036-20 PLC Training System	\$4,221	\$16,884
34	4	581511	8036-30 Motor Drives Training System	\$3,186	\$12,744
35	1	586017	3161-H0 Industrial Control Sim Software - (Site License)	\$3,140	\$3,140

\*\*\*\*\*Optional 8036 Motors are Available\*\*\*\*\*

Item	Qty	Model Number	Equipment Description	Unit Price	Extended
<b>PLC Training System</b>					
36	4	L24-EDP-SIM	FutureTek (With Faults and Festo Conn. Integration) (1yr Warranty)	\$23,200	\$92,800
37	4	AB-9324-RLD300ENE	FutureTek Studio 5000 Logix Software	\$1,236	\$4,944
38	4	9701-VWSTMENE	FutureTek FactoryTalk View Studio ME 	\$365	\$1,460
39	4	556276	MecLab® – The complete package	\$8,238	\$32,952
40	4	556245	MecLab® – Expansion Kit 	\$1,880	\$7,520
<b>Pumps</b>					
41	2	580162	46106-00 Pumps Training System 	\$18,625	\$37,250
42	2	580168	46106-10 Multiple Pump Training System Add-On	\$2,555	\$5,110
43	2	580171	46106-20 Second Drive Option Add-On	\$2,594	\$5,188
44	2	763412	46703-00 Upper Tank Assembly	\$2,163	\$4,326
*****Optional 46106 Pumps are Available*****					
<b>Process Control Training System</b>					
45	2	582544	8075-60 Level Process Control PLC Application	\$4,661	\$9,322
46	2	582180	3214-00 Level Sensor	\$670	\$1,340
47	2	587542	3240-40 PLC (AB MicroLogix 1200 with Case) 	\$3,140	\$6,280
48	2	582184	3244-40 Analog I/O Expansion Kit for 3240-4	\$754	\$1,508
49	2	587552	3245-A0 PLC Software (RSLogix Micro, Educational)	\$128	\$256
50	2	588661	6090-10 Pressure, Flow, and Level Process Control Training System	\$19,379	\$38,758
51	2	587929	6303-C0 Bench(Dressing Panels&Lockable Front Door Assembled)	\$1,714	\$3,428
52	2	588667	6090-20 Temperature Process Control Add-On	\$9,741	\$19,482
53	2	588674	6090-30 pH Process Control Add-On	\$9,163	\$18,326
54	2	588678	6090-40 Industrial Heat Exchanger Add-On	\$7,083	\$14,166
55	2	588680	6090-50 Industrial Pressure, Flow, and Level Add-On - HART	\$14,621	\$29,242
56	1	588519	3539-80 CompactLogix PLC Bundle – Educational	\$23,901	\$23,901
57	1	588517	3539-10 Honeywell UDC3500 Controller Bundle	\$7,691	\$7,691
58	1	589631	3531-V0 PlantPAX DCS Demo-Pressure, Flow, Level, Temp 	\$94,965	\$94,965
<b>Water Treatment</b>					
59	1	8024501	EDS® Water Management (D:EDS-WMGT-KPL-M)	\$100,720	\$100,720
<u>80245-01 Additionally Required Item(s)</u>					
60	1	91030	Compressor (D:AS-P-VD-6-25)	\$2,117	\$2,117
61	1	102725	Compressor accessories (D:AS-LP)	\$43	\$43
<u>80245-01 Optional Item(s) (Not Required)</u>					
62	5	E78099	Transfer line – Laboratory furniture 	\$2,897	\$14,483
63	1	7658	Pipe and tubing cutter (ZRS)	\$81	\$81
64	1	539767	Tool set (D:MP3-WERKZEUG-SET-WZG)	\$462	\$462
65	1	8024503	Water supply tank/groundwater (D:EDS-WMGT-SRC-M)	\$3,860	\$3,860
<b>Rigging</b>					
66	1	580178	46109-A0 Adjustable-Height Rigging Training System 	\$19,062	\$19,062
<b>Miscellaneous</b>					
67	10	BET/INST	Equipment Install, Setup, Commissioning	\$1,500	\$15,000
68	5	FST/TRN	One-Day On-Site Training by Factory Rep	\$1,500	\$7,500
<b>Total</b>					<b>\$1,214,737</b>

Estimated Delivery: 8-12 Weeks  
 Quote Validity: 90 Days  
 Payment Terms: Net 30 Days  
 Warranty Terms: Two-Years After Delivery or as listed  
 Shipping: Included



**SJR State Board Rules on Meetings and Authority to Execute**

Pertinent Board Rules are attached.

**SJR 1.07 Board Meetings**

(Technical and Grammatical Changes, Specific Authorities Updated 6/01/05)

Approved unknown

Specific Authorities: FS 1001.64.

One regular Board meeting shall be held each month for the purpose of conducting College business unless a majority of the Board elects to cancel one or more monthly Board Meetings. Special sessions of the Board may be called by the Chairman of the Board, by the President when requested by a majority of the Board, or by the majority of the Board [FS 1001.64 (4) (b)].

**SJR 1.38 (R1) Organizational Structure of St. Johns River State College****(New Rule Promulgated 1/16/13)****Approved 1/16/13; Amended 01/18/17****Specific Authorities: FS 1001.60, 1001.61, 1001.64, 1001.65; FAC 6A-14.024 and 6A-14.026**

St. Johns River State College is a member of the Florida College System which is organized in accordance with the provisions of Part III of Chapter 1001, Florida Statutes, and administered in accordance with the Administrative Procedure Act, Chapter 120, Florida Statutes, and Chapter 6A-14 of Florida Administrative Code.

The District Board of Trustees is the governing body of St. Johns River State College. The Board is given statutory authority for governing the institution according to Florida Statutes and State Board of Education rules. The Board establishes policies that allow the President to administer the College effectively and efficiently. The President is the chief administrative officer of the College and all aspects of the College's operation are responsible to the Board of Trustees through the President. The President may delegate authority as deemed appropriate and necessary unless specifically prohibited in Florida Statutes or State Board of Education rules.

The general line of authority is from employee to supervisor, to appropriate administrator to appropriate Vice President, to the President. Each administrator is directly responsible for the implementation of all College policies and procedures pertaining to his or her area of responsibility and for the personnel under his or her supervision.